



Invercargill City Council

Who we are

Ko wai mātou

Elected Representatives

Te koromatua me nga kaikaunihera

The Invercargill City Council is chosen by the Invercargill public in elections held every three years. The last election was held in October 2019; the next will be in 2022.



His Worship the Mayor
Sir Tim Shadbolt



Lindsay Abbott
Councillor



Rebecca Amundsen
Councillor



Allan Arnold
Councillor



Nobby Clark
Councillor

What is Council and what does it do?

The Council consists of the Mayor and 12 Councillors and its role is to provide and maintain services and amenities for the public of Invercargill. The Council is chosen by electors (the Invercargill public) to govern the City's affairs, such as making decisions on spending, priorities and policies.



Alex Crackett
Councillor



Peter Kett
Councillor



Graham Lewis
Councillor



Darren Ludlow
Councillor



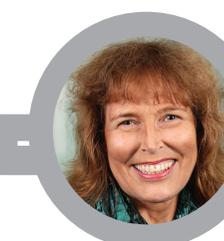
Marcus Lush
Councillor



Ian Pottinger
Councillor



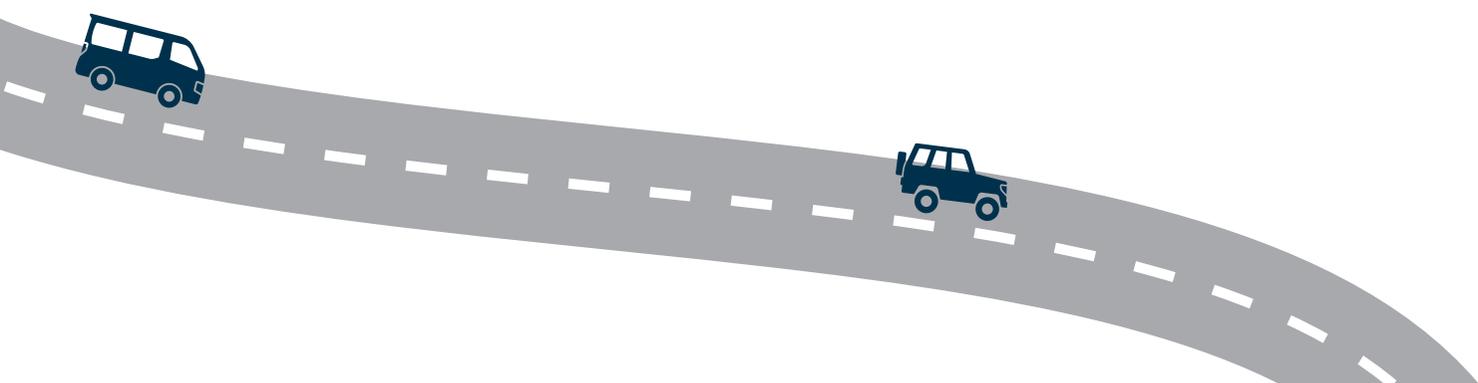
Nigel Skelt
Councillor



Lesley Soper
Councillor

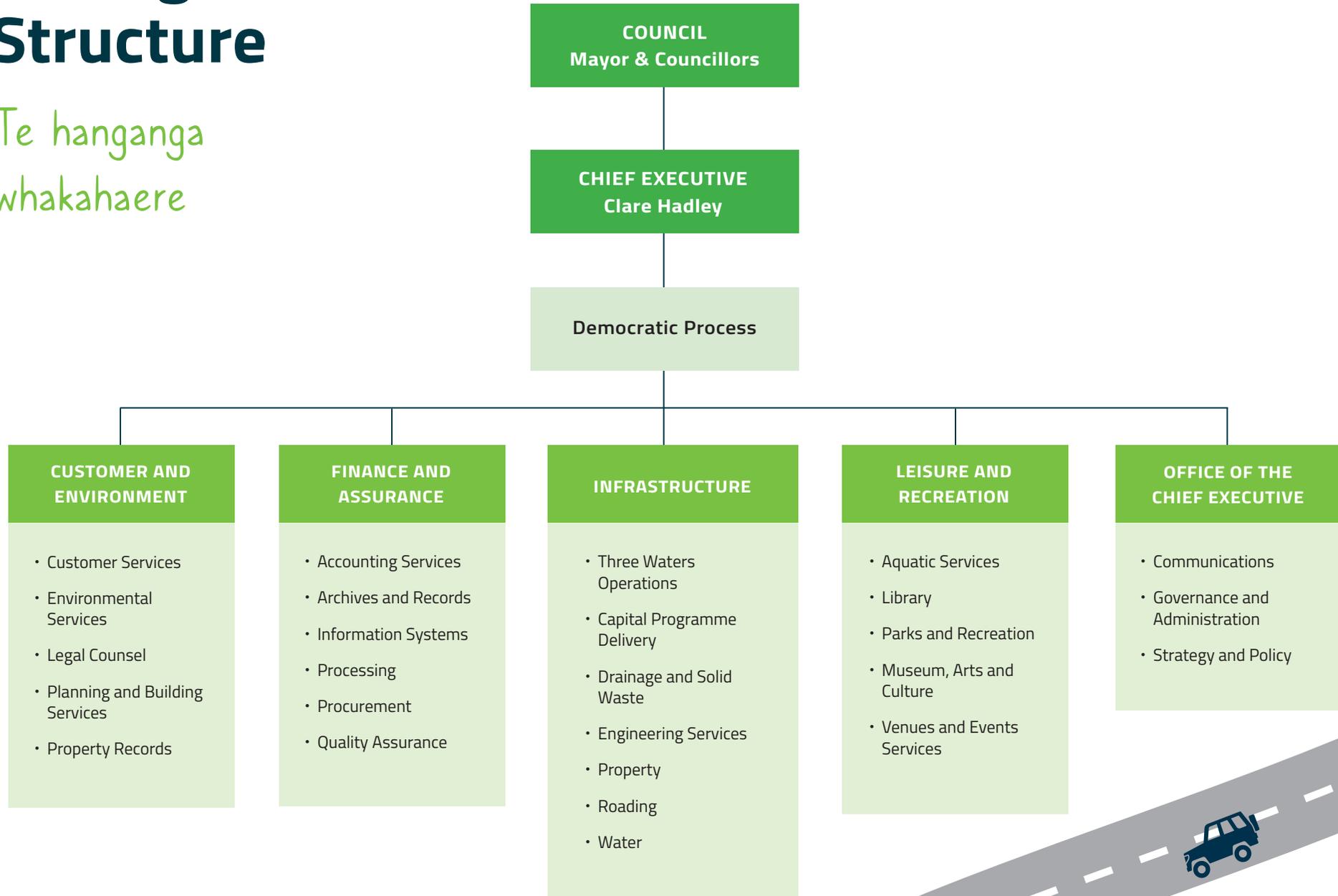
Council Structure

Te hanganga kaunihera



Management Structure

Te hanganga
whakahaere



Our partnership with Mana Whenua

Te horo ki Mana Whenua

Invercargill City Council recognises the role of Ngāi Tahu Kāi Tahu as Takata Whenua, represented by Waihōpai Rūnaka and Te Rūnanga o Awarua. We work in partnership with Iwi in the Waihōpai takiwā through the two Rūnaka, which are identified Mana Whenua in our rohe.

At the time of putting together this plan, we have begun working with Waihōpai Rūnaka and Te Rūnanga o Awarua to consider introducing Mana Whenua seats onto the committees of Council. We will be consulting on this later in 2021.

Council supports and works closely with Te Ao Marama Inc. to ensure that the culture and traditions of Takata Whenua in relation to their ancestral land, water, wāhi tapu, values, flora and fauna, and other taoka are represented.

Some recent partnership projects include the City Centre Governance Group, which includes Mana Whenua representation, and has resulted in a cultural narrative being developed for the city, as well as the Motupōhue Bluff Tourism Masterplan.

Council is committed to ensuring that the impact on Māori, both Takata Whenua and Mataa Waka, of decisions, proposals and projects is considered in line with our Significance and Engagement Policy.



Our ongoing collaboration within local government

Building on several years of successful initiatives across a wide spectrum of services and core business activities, Southland's councils and their neighbouring Otago local authorities look to continue the collaborative efforts achieved to date.

Areas the councils are currently working together on include:

- climate change
- biodiversity
- responding to the reform of the Resource Management Act 1991
- responding to the Three Waters Reform Programme
- lidar¹

The economies of scale and the cost-effectiveness of working jointly or collaboratively and avoiding duplication, provide the rationale for the sharing of ideas and effort.

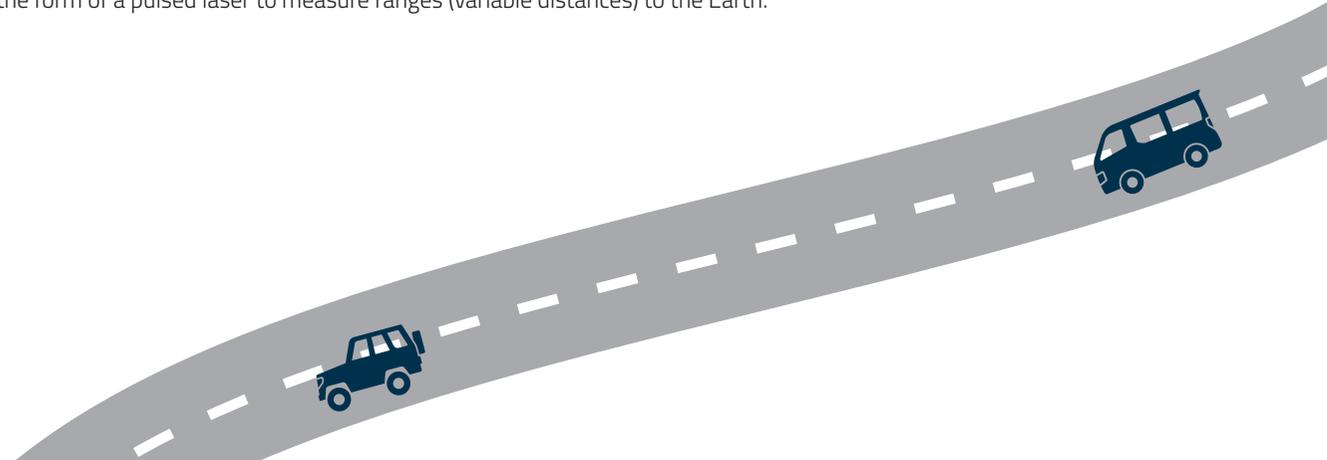
The above are in addition to existing formal shared services arrangements that have been operating for a number of years set out in the table to the right.

The Councils continuously look at opportunities for effectiveness and efficiency gains throughout the range of activities and outcomes that they are expected to deliver to their communities and businesses.

The Council, through this Long-term Plan, commits to continuing its involvement in investigating and joining collaborative processes and shared projects with its neighbouring councils where there are advantages and efficiencies in doing so for the council and the community.

| | MĀORI INVOLVEMENT | EMERGENCY MANAGEMENT | REGIONAL HERITAGE | TRANSPORT PLANNING | REGIONAL STRATEGY | COMPUTER SERVICES |
|-----------------------------------|-------------------|----------------------|-------------------|--------------------|-------------------|-------------------|
| Gore District Council | ✓ | ✓ | ✓ | | ✓ | |
| Southland District Council | ✓ | ✓ | ✓ | | ✓ | ✓ |
| Invercargill City Council | ✓ | ✓ | ✓ | | ✓ | ✓ |
| Environment Southland | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Otago Regional Council | ✓ | | | ✓ | | |
| Queenstown Lakes District Council | ✓ | | | | | |
| Clutha District Council | ✓ | | | | | |
| Environment Southland | ✓ | | | | | ✓ |

1. Lidar stands for Light Detection and Ranging and is a remote sensing method that uses light in the form of a pulsed laser to measure ranges (variable distances) to the Earth.



Council Controlled Organisations

Ngā rōpū a te kaunihera

Council has five Council controlled organisations, for which it is required to provide key information for the Long-term Plan, including policies and objectives relating to those organisations, the nature and scope of the activities and key performance targets and measures.

Council has the following Council Controlled Organisations:

- Invercargill City Holdings Limited
- Invercargill City Charitable Trust
- Southland Regional Development Agency
- Bluff Maritime Museum Trust.
- Southland Museum and Art Gallery Trust

Schedule 10, clause 4 of the Local Government Act requires that policies and objectives relating to those organisations, the nature and scope of the activities and key performance targets and measures against which they are to be judged are included in the Long-term Plan.



Invercargill City Holdings Limited (ICHL)

Section 59 of the Local Government Act 2002 sets out the principal objectives of Council Controlled Organisations.

ICHL has the following specific objectives:

- To ensure that ICHL and its subsidiaries work together with ICC to form an agreed strategic objective for the group.
- To ensure that ICHL and its subsidiaries activities and strategy are aligned with the strategic objectives agreed with ICC.
- To ensure that the strategic investments of ICHL are managed in a manner that optimises returns to its shareholder while achieving the desired strategic objectives associated with those investments.
- To ensure that the commercial investments of ICHL provide returns to its shareholder ICC that are sustainable and consistent with the agreed objectives and risk appetite of ICHL.
- To ensure that any projects or investments where ICHL has been requested by its shareholder, ICC, to either undertake or supervise those projects or investments they are undertaken in a commercially prudent manner to achieve the strategic outcomes of those projects or investments agreed with ICC.
- To keep the ICC informed of matters of substance affecting the group on a no-surprises basis.
- To monitor the performance of each subsidiary against their stated performance objectives and ensure they have proper governance procedures in place.
- To promote rigorous health and safety management and reporting within the group.
- To ensure that regular reporting of results occurs to Invercargill City Council.
- To act generally as a responsible corporate citizen.



Invercargill City Holdings Limited

The following table details the extent of ownership and the main services provided by Invercargill City Holdings Limited and its subsidiaries.

| ORGANISATION | OWNERSHIP | NATURE AND SCOPE OF ACTIVITIES |
|---|-----------|--|
| Invercargill City Holdings Limited | 100% | Input into the Statements of Intent of subsidiaries Performance monitoring of subsidiaries Provide sustainable and consistent returns to its shareholder (Invercargill City Council) Management of Investment in Invercargill Central Limited |
| Subsidiaries of Invercargill City Holdings Limited | | |
| Invercargill City Forests Limited | 100% | The company is in the process of being wound up |
| Electricity Invercargill Limited | 100% | Operate a successful electricity distribution network and metering service in the Invercargill and Bluff areas Invest in the infrastructure, electrical and energy sectors |
| Invercargill Airport Limited | 97.19% | Provision of airport services at the Invercargill Airport |
| Invercargill City Property Limited | 100% | Owens shareholding in HWCP Management Limited who owns land in the inner city block |

The following rates of return on equity funds are forecast:

| ORGANISATION | % AFTER TAX 2020/21 |
|------------------------------------|----------------------------|
| Invercargill City Holdings Limited | 6.13 |
| | % After Tax 2021/22 |
| | 7.71 |
| | % After Tax 2022/23 |
| | 7.27 |
| | BASELINE |
| % After Tax 2018/19 | |
| | 7.25 |

Council does not intend to change the ownership or control of Invercargill City Holdings Limited or its subsidiaries.

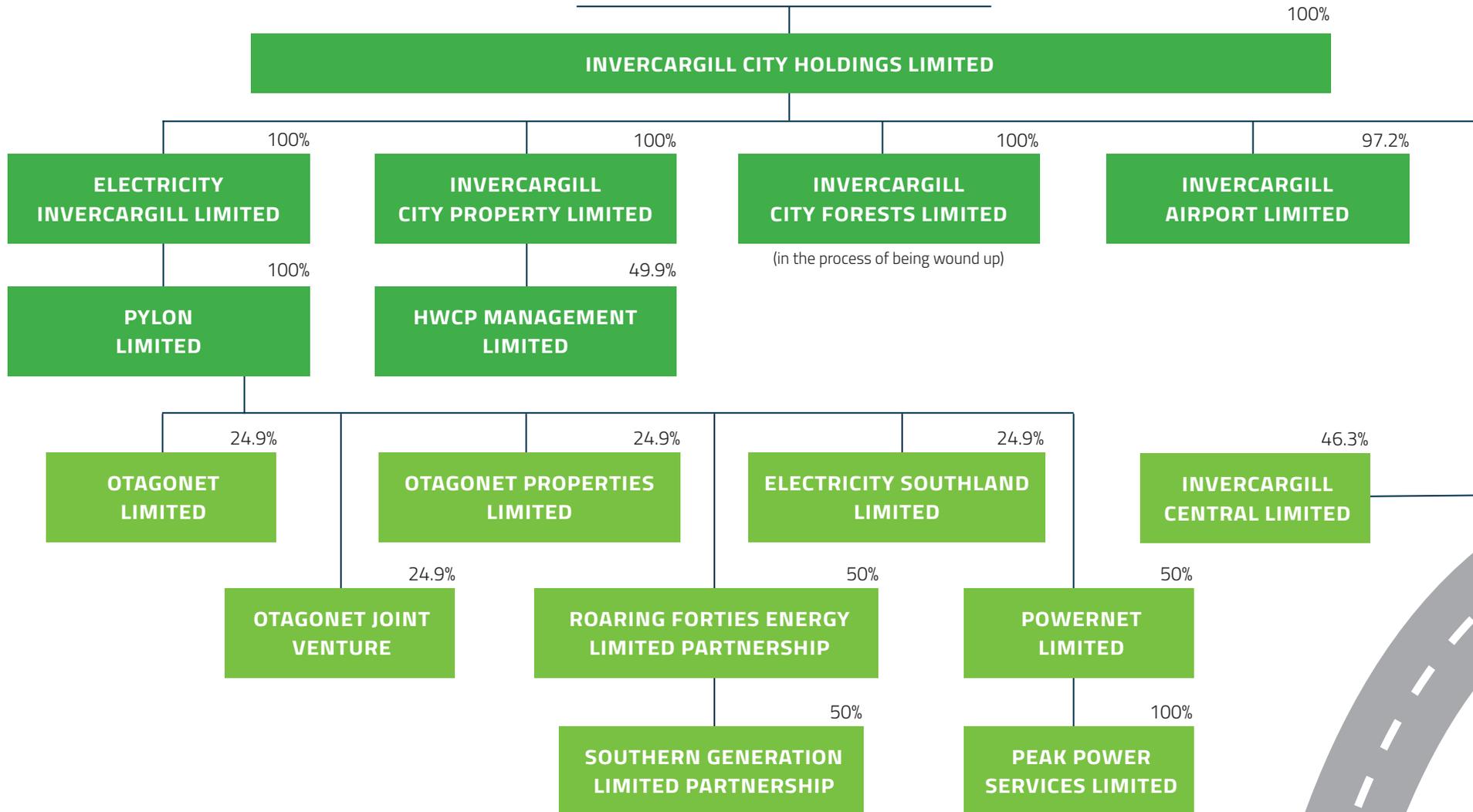
Certain shares the Council holds in ICHL are "unpaid". This means that the issue price for the shares has not yet been paid. This issue price will become payable if called by Invercargill City Holdings Limited.

ICHL Group Structure



PARENT BODY

Entity Preparing - Financial Statements



Southland Regional Development Agency (Great South)

Great South was established as Southland’s regional development agency in March 2019 for the joint benefit of the wider Southland communities.

Committed to driving economic, social and cultural growth, Great South has a clear mandate to leverage opportunities for Southland in the areas of economic and business development, tourism and events.

Great South is jointly owned by Invercargill City Council, Southland District Council, Gore District Council, Environment Southland, Invercargill Licensing Trust, Matura Licensing Trust, Southland Chamber of Commerce, Southern Institute of Technology and its member Community Trust South.

Focusing on encouraging the region's overall wellbeing and success, Great South incorporates the Southland Regional Tourism Organisation, central government’s Regional Business Partner (RBP) Network, delivers a range of events and regional initiatives, and runs a number of government-funded contracts that pave the way for regional growth and development.

Great South has four strategic goals:

1. Grow the population
2. Diversify the economy
3. Grow innovative businesses
4. Build a skilled workforce

| LEVEL OF SERVICE | KEY PERFORMANCE INDICATORS 2021/2022 | KEY PERFORMANCE INDICATORS 2022/2023 | KEY PERFORMANCE INDICATORS 2023/2024 | KEY PERFORMANCE INDICATORS 2024 - 2031 |
|---|--|--|--|--|
| Regional economic development – Grow the population and diversify the economy | Support the development of one new industry in Invercargill | Support the development of one new industry in Invercargill | Support the development of one new industry in Invercargill | Support the development of one new industry in Invercargill |
| | 165 business engagements (not unique) |
| Regional business development – grow innovative businesses and build a skilled workforce, which supports the Invercargill City Council community outcome to embrace innovation and change | Host four workshops on relevant topics |
| | Connect six businesses with Callaghan R&D funding |
| | Connect twelve businesses with Business Mentors NZ |
| | Issue 130 co-funded vouchers for capability management training | Issue 130 co-funded vouchers for capability management training | Issue 130 co-funded vouchers for capability management training | Issue 130 co-funded vouchers for capability management training |
| Regional tourism development – diversify the economy, which supports the Invercargill City Council community outcome to enhance our city | Process 5 projects identified in the Southland Murihiku Destination Strategy | Process 5 projects identified in the Southland Murihiku Destination Strategy | Process 5 projects identified in the Southland Murihiku Destination Strategy | Process 5 projects identified in the Southland Murihiku Destination Strategy |
| | 45 media results featuring the region |
| Regional events – diversify the economy, which supports the Invercargill City Council community outcome to enhance our city | Support 15 events, both existing and new, which drive overnight visitation in the region | Support 15 events, both existing and new, which drive overnight visitation in the region | Support 15 events, both existing and new, which drive overnight visitation in the region | Support 15 events, both existing and new, which drive overnight visitation in the region |

*Note: Great South sets Regional Key Performance Indicators within its Statement of Intent and these indicators have been agreed as a subset of these.

Bluff Maritime Museum

The Bluff Maritime Museum Trust's vision is to make the Bluff Maritime Museum a must-see attraction for residents and visitors.

The Bluff Maritime Museum Trust contributes towards the achievement of Invercargill City's Community Outcomes, and enhances our city through provision of a facility that inspires and informs visitors of the Bluff and Foveaux Strait areas heritage and culture.

The Bluff Maritime Museum Trust preserves our city's character through the preservation

of collections, enabling them to be maintained and exhibited in conditions that ensure their long-term preservation; while providing a quality visitor experience.

The Trust receives an annual grant from the Southland Regional Heritage Committee, the Invercargill City Council and the Bluff Community Board.

| OBJECTIVE | GOAL | TARGET LEVELS OF PERFORMANCE 2021/2022 | TARGET LEVELS OF PERFORMANCE 2022/2023 | TARGET LEVELS OF PERFORMANCE 2023/2024 | TARGET LEVELS OF PERFORMANCE 2024 - 2031 |
|--|--|--|--|--|--|
| To recognise the museum as a place where our maritime heritage is valued and promoted. | To recognise the museum as a place where our maritime heritage is valued and promoted. | To recognise the museum as a place where our maritime heritage is valued and promoted. | To recognise the museum as a place where our maritime heritage is valued and promoted. | To recognise the museum as a place where our maritime heritage is valued and promoted. | To recognise the museum as a place where our maritime heritage is valued and promoted. |



Southland Museum and Art Gallery Trust

The Southland Museum and Art Gallery Trust's mission is to preserve and tell the story of Southland – the experience of people and places over time – and inspire Southlanders to explore and understand the world around them.

The Southland Museum and Art Gallery Trust is in the process of becoming an independent trust. The objectives and performance measures for museum function are described in the Arts and Culture KPIs.



Invercargill City Charitable Trust (ICCT)

The ICCT was established to promote charitable purposes. The objectives of the Trust are to fund both capital and income for the furtherance of the following charitable purposes and objectives within the Invercargill City Council and Invercargill District:

- The provision of public amenities for the general benefit of the people of the Invercargill City and District
- The provision of libraries, reading rooms, lectures and classes for instruction
- The provision of and development of athletic sports, wholesome recreations and amenities, rewards for acts of courage and self-sacrifice
- The provision of any other act or deed which would be deemed to be of charitable purpose in accordance with the provisions of section 38 of the Charitable Trusts Act 1957

| COMMUNITY OUTCOME | INTERMEDIATE OUTCOME | TARGET LEVELS OF PERFORMANCE 2021/2022 | TARGET LEVELS OF PERFORMANCE 2022/2023 | TARGET LEVELS OF PERFORMANCE 2023/2024 | TARGET LEVELS OF PERFORMANCE 2024 - 2031 |
|-------------------------------|--|--|--|--|--|
| Embrace innovation and change | Invercargill has the wow factor with the right facilities and events to enjoy | Clear strategy with regard to sale/ transfer of Rugby Park | Clear strategy with regard to sale/ transfer of Rugby Park | Clear strategy with regard to sale/ transfer of Rugby Park | Clear strategy with regard to sale/ transfer of Rugby Park |
| Enhance our city | Invercargill's business areas are bustling with people, activities and culture | Apply for funding for new events |



Councillor
Alex Crackett